POINTS OF INTEREST:

- **1 Feb:** The Army Performance Improvement Criteria (APIC) Core team will send out our Organizational Self-Assessment (OSA) Questionnaire

- **27 Feb - 10 Mar** Web-based OSA conducted

- **Next PIR cycle ends in March**

- **Jan - Apr: ISR cycle**

- **Jan - May - Agreements**

- Crossword puzzle contest

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Plans, Analysis & Integration

ISSUE 2   **WINTER 2005/2006**

Major John M Lorenzen leaves for IRAQ

Major John Lorenzen a former team member and long time advocate for the USAG Schinnen Plans Analysis and Integration; Directorate of Plans, Training, Mobility, Security Offices left Schinnen January 4, for a new assignment with V Corps and is currently deployed to Iraq. John's dedication, commitment and friendship both professionally and personally will be sorely missed by this office and the garrison. He leaves with our deepest respect and profound admiration. The "Plans" team would like to take this opportunity to let him know just how much he will be missed and how we will count the days along with his family until his safe return. God speed.

PAI leading change ....

In November, PAI hosted the Strategic Planning Yearly Review at Kasteel Doenrade. Lt. Col. Rick Richardson assigned select members of USAG Schinnen to the Strategic Planning Team (SPT) who were empowered to review, modify, develop and redeploy the plan. The military/civilian members of the SPT were responsible and accountable for the redeployment and execution of the strategic plan. Their mission was to ensure USAG Schinnen's analysis of the current and changing strategic environment remained linked to the garrison's strategies and measurements critical to success.

The team helped redefine the garrison's mission, goals and objectives. In December the action officers and Goal Champions received guidance from Richardson, wrote their action plans and established timelines. The SPT will meet on Feb. 15, to discuss their progress during the past thirty days.

USAG Schinnen's Mission and Vision

USAG Schinnen provides Army base operations services to joint and inter-agency communities in support of U.S. interests in NATO throughout The Netherlands and Northern Germany.

To be the benchmark installation with a team of empowered Soldiers and Civilians committed to…

- ♦ Serving our customers
- ♦ National, Army and community values
- ♦ Community well-being
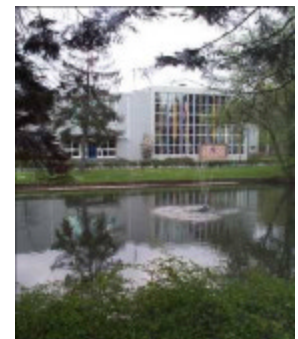
"Your Community of Choice"

Army Installation Standards

Quality ~ Sense of Order ~ Sustainability ~ Sense of Arrival

Simplicity in Design ~ Sense of Community ~ Sense of Orientation

Energy Conservation ~ Sense of Completeness

Environmental Stewardship ~ Reliability, Maintainability

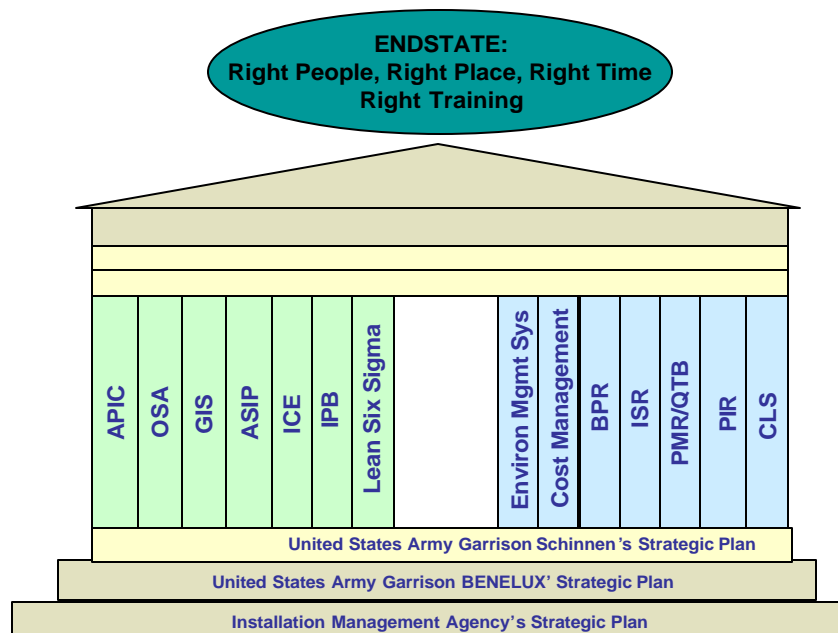Compatibility Among Facilities ~ Durable Materials and Finishes

Sense of History, Heraldry, Tradition

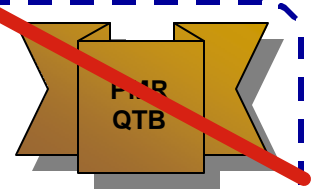Interior Design, Professionally Finished Places & Spaces

Community to Excellence
Dedication to installation excellence today
is a Commander's legacy to tomorrow's Soldier

Are you building a cathedral?

ENDSTATE:
Right People, Right Place, Right Time
Right Training

| APIC | OSA | GIS | ASIP | ICE | IPB | Lean Six Sigma | | Environ Mgmt Sys | Cost Management | BPR | ISR | PMR/QTB | PIR | CLS |

United States Army Garrison Schinnen's Strategic Plan

United States Army Garrison BENELUX' Strategic Plan

Installation Management Agency's Strategic Plan

Performance Management Review (PMR) / Quarterly Training Brief (QTB)

Where We're Going:

⇒ Excerpt from Maj. General Michael D. Rochelle's memorandum for Region Directors, dated Dec 21, 2005, "Participants at the recent Garrison Commanders Conference in Orlando expressed concern that some of our management initiatives lack integration and therefore, do not leverage daily operations. Three initiatives specifically cited were ABC/M, PMR and PIR.

Therefore, I am suspending the mandatory requirement to conduct ABC/M, PMR and PIR until we have a viable, integrated approach to these initiatives considering Lean Six Sigma."

Productivity Improvement Review (PIR)

What is PIR? Productivity Improvement Review (PIR) is a cost savings, cost avoidance, or performance improvement initiatives that are suggested to the garrison commander and may be approved/disapproved based on their feasibility. Identified savings are redistributed within the garrison.

Where We've Been:

The "Big Three" directorates (Public Works, Logistics and Morale and Welfare) have presented quarterly PIRs to the commander since Oct 03

⇒ Apr 05 - Public Affairs, Safety presented their first PIR
⇒ Sep 05 - Plans, Training, Mobility and Security presented their first PIR
⇒ Sep 05 - All directorates and special staff have received training and are participating in the program
⇒ Between Oct 03 – Aug 05 we introduced more than 25 initiatives totaling more than $600,000 in savings and a multitude of process improvement initiatives
⇒ Dec 05 - 4Q05 PIR Awards were presented to Ms. Sonja Lubitz, DMWR; Mr. Robert Bonaparte, DHR and Mr. Jon Davis, DOL. Congratulations and thank you for helping USAG Schinnen guard our resources!!
⇒ Dec 05 - 1Q06 PIRs presented to Garrison Commander

Where We're Going:

⇒ Mar 06 – next PIR cycle ends

Commander's Intent

⇒ A key task for USAG Schinnen is to understand and support our NATO communities; extend the reach of our support throughout our assigned area of responsibility.

⇒ Understand who we are and what we do: communicate this internally and externally. Proactively compete for optimal resources.

Installation Status Review (ISR)

Where We're Going:

⇒ FY05 cycle will begin in January 2006. The PAI goal is to significantly reduce the number of "RED" ratings for 2005. 435 Performance Measures in the 2006 Data Collection. Directorate packages due to PAI NLT COB 3 February 2006.

What is the Vision of ISR?

ISR will provide the Army with a way to evaluate the status of installations, measuring installation-performance against a set of Army-wide standards, and justifying and allocating resources – both now and in the future.

Frequently Asked Questions

Why do we need ISR services?

ISR provides a snapshot of the garrison's readiness: Power Projection; Support War fighter readiness, Provide for solid Civilian and Family Member support structure; Quality services for soldiers, families, civilians; Equitable services across all Army installations; Eliminate 'Haves' vs. 'Have Nots'; and Support reliable, accurate, credible POM requirements generation process that meets President's Management Agenda requirements.
- SBC: Quantifiable measure and historical cost and output data.
- ISR Services: Quality measures that tell it like it is

What is the Primary Purpose of the ISR? ISR establishes service standards that are consistent throughout the Army.

- Explain how installation program quality impacts force readiness.
- Help identify the "true cost" of a program.
- Enable the Army to compete more effectively for budgetary dollars.
- To support a fair distribution of resources consistent with priorities.

What does ISR do for USAG Schinnen? ISR informs garrison leadership about the status of facilities, environmental programs and services. It provides a standard data system to support the decision-making process for:

Operations: Where are worse facilities? What are the deficient services? Are environmental issues impacting USAG Schinnen?

Sustainment: How much money should be put where? What kinds of projects are there?

Modernization: Which facilities are most in need of modernization?

Revitalization: Which facilities really need to be replaced? What services should be focused on?

Restationing: ISR is a companion to master planning tools. It allows garrisons to consider the quality/quantity of existing facilities, services and environmental impacts on stationing actions.

Interactive Customer Evaluation (ICE)

Where We're Going:

⇒ Kiosks have been shipped. Anticipate a January installation.

Frequently Asked Questions:

What does ICE do for us?

The ICE system allows customers to submit online comment cards to rate the service providers they have encountered. Through the use of simple reports, ICE monitors service satisfaction levels and provides the Schinnen Community leaders and managers with the opportunity to improve customer service.

How does ICE help our customers?

The ICE system allows our customers to submit online comment cards to rate our service providers they have encountered at military installations and related facilities. It is designed to improve customer service by allowing managers to monitor the satisfaction levels of services provided through reports and customer comments.

Army Stationing and Installation Plan (ASIP)

What is ASIP? Army Stationing and Installation Plan (ASIP) is a Department of Army (DA) database that reports the authorized population for Army Installations. This data is used as a basis for all planning and funding.

Where We've Been:

⇒ Mar 05 - completed a garrison-wide census
⇒ Apr 05 - DPW and PAI consolidated data and submitted updated ASIP numbers, increasing the assigned population by more than 30%
⇒ Nov 05 - completed the semi-annual garrison-wide census

Where We're Going?

⇒ Nov/Dec 05 - USAG Schinnen Directors and Special Staff working with PAI to identify requirements and prepare draft Inter-Service Support Agreements (ISSAs) for submission to USAREUR via USAG Benelux.

Did you know?

One of the USAG Schinnen priorities is …

Preparation to meet standards for the Joint Services Integrated Vulnerability Assessment (JSIVA). This assessment will occur in April 2006 or June 2006. Don't think of this as a Force Protection/ DPMTS inspection. This is an inspection of how all directorates, activities and personnel meet force protection standards.

Commander's Note 28 Nov 2005

IMA-Euro Cost and Performance Management System (CPMS) / Cost and Performance Management Review (CPMR)

What is CPMS?

CPMS was centrally developed at IMA-Euro and provides a systematic review of Garrison and Region performance and readiness.

CPMS is a tool that will provide the garrison leadership the ability to input analysis and reports; provide activity based costing with process mapping; performance review and balance scorecard views and provides attachment, storage and viewing capability for Productivity Improvement Reviews (PIRs).

The program ties together various related data points within the framework of the Standard Garrison Organization (SGO) and Common Levels of Support (CLS) in order to assist leaders in assessing overall organizational performance, based on performance at more detailed levels, e.g. Service and Service Support Programs (SSPs) levels.

The CPMR will help in the initial identification of risk areas from which PAIOs and functional proponents can launch further analysis in order to support both Garrison – and Region-level decisions.

The CPMR will be the primary business tool to:

♦   Focus USAG Schinnen on our mission and strategy

♦   Gain perspective on the health of USAG Schinnen

♦   Direct attention and resources where required

♦   Ensure the quality delivery of services to our customers

♦   Maintain visibility of risk areas.

The initial implementation of this system is based on Common Levels of Support (CLS), supplemented with Activity-Based Costing (ABC), BASOPS funding execution, and Installation Status Report (ISR) data for DMWR, DOL and DPW.


Where We've Been:

⇒ Dec 05 - DMWR, DOL and DPW leadership received initial training (CLS refresher, CPMR and QPR overview)
⇒ Data worksheets released to DMWR, DOL and DPW with mid-January suspense date.

Where We're Going:

⇒ Jan 06 - Training dates created with PAO, DPTMS, EEO, EO, DHR, and RSO
⇒ Jan 25, 06 - 1Q06 CPMR
⇒ Feb 06 - Training dates confirmed with DES and Safety
⇒ Feb 06 - Directorates complete required Action Plans and submit Direct Garrison briefing

Common Levels of Support (CLS)
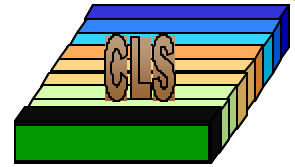
What is CLS: Common Levels of Support (CLS) provides garrisons with exact guidance and metrics for the delivery of services. CLS is a method for guaranteeing the delivery of high quality Base Operations Support Services (BASOPS) within the funds available to the Army. CLS ensures quality, consistent and predictable services.

Where We've Been:

⇒ Oct 05 - Program overview presented to directors and special staff.
⇒ Dec 05 - SSP and MSAT worksheets distributed

Where We're Going:

⇒ Implementation of CPMS/CPMR

Frequently Asked Questions

Why did the Army adopt CLS?

CLS was developed by a series of Service Analysis Teams (SATs).   The SATs were responsible for dividing each installation ISR service into discrete component segments – Service Support Programs (SSPs), defining, prioritizing the SSPs and identifying the percentage of cost of the overall service required by the SSP.

What are the benefits of CLS? Quality, Consistency and Predictability
- Quality:
  - Services performance to the same degree of excellence across the installations.
  - Continuous improvement of services that enhance the well-being of Soldiers, civilians and their families.
  - Consistency:

- Consistency in service delivery across Army installations worldwide.
    - Tailored to the unique mission, geography or demographic needs of the region.
  - Consistency in funding of strategically-identified services at installations.
  - Predictability:

Regardless of where a Solider, civilian or family is transferred, CLS offers the security of predictability in BASOPS.

How does CLS fit in with the other IMA initiatives?

IMA's overall goal is to integrate strategy, resources, performance, and continuous improvement. CLS is only one part of IMA's commitment to effective, efficient management of installations. CLOS reflects the resourcing objectives.

Organizational Self-Assessment (OSA) and
Army Performance Improvement Criteria (APIC)
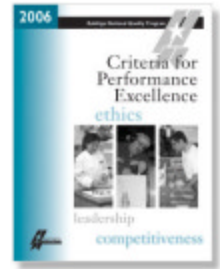
What is an OSA?

On OSA is a comprehensive, factual, and objective appraisal of how the organization is managed. An OSA differs from a review or audit by using a criteria developed and refined by experts over many years.

What is APIC?

APIC is a "model" of a service delivery system. It assists installation leaders in

♦ Identifying service requirements
♦ Improving service delivery and
♦ Is also used as the 'standard' for Army Communities of Excellence

What is the Purpose of APIC?

♦ APIC is the basis for organizational self-assessments, awards and for giving feedback to applicants
♦ It helps improve organizational performance practices, capabilities and results
♦ It facilitates communication and sharing of best practices
♦ Serves as a working tool for understanding and managing performance
♦ APIC focuses on business results
♦ The criteria performance areas are products, services, customers, financial, market, human resources, organizational effectiveness, leadership and social responsibilities.
♦ The use of composite measures is intended to ensure strategies are balanced and no trade-offs are done between stakeholders, objectives or goals.

Where We've Been:

⇒ FY03 - Completed OSA interviews (20%), surveys (83%) and wrote an Organizational Profile

⇒ FY04 - Completed OSA interviews (18%), surveys (90%) and wrote an Organizational Profile

Where Are We Going:

⇒ 1 Feb 9 - OSA questionnaire sent out to workforce
⇒ Feb 27 - Mar 10 - IMA-E Web-based OSA

PAI's Acronym Soup and Garrison Trivia

On page 10, PAI created a short crossword puzzle to challenge your knowledge of PAI names, acronyms and USAG Schinnen/Benelux trivia.

The first 10 people to accurately complete and submit the puzzle to PAI will be eligible for one of three prizes!!! Submission deadline: Noon, 6 February. Drawing 0900, 09 February.

If you had difficulty completing the puzzle, we have failed our mission to keep you informed and current on IMA programs. To schedule a refresher class please call PAI, 360-7434

Across / Horizontal

3. Controls that assure our leaders that our resources are used and accounted for properly
6. A set of methods to reduce waste, eliminate non-value-added actions and cut time.
10. Briefing performed 4 times per year
12. A future PAI program
13. Metrics used by SAT to refine SSP performance measures
14. USAG Benelux Commander's first name
16. Formerly 254th BSB
18. A tool for design professionals and installation managers
20. Director of Installation Management Agency
21. The third word in PAI

Down / Vertical

1. A document that describes the future direction of an organization
2. Helps an organization define the value of non-tangible assets, such as internal process and learning and growth
4. Managing how we spend our limited resources
5. Ensures quality, consistent and predictable services
7. Service Support Programs
8. Defines a desired end state
9. USAG Schinnen's DGC
11. A standard measure to assess your performance in a particular area
15. USAG Schinnen CSM's last name
17. A program that assists an organization to meet its responsibility for the future condition of our world environment.
18. An electronic customer feedback system
19. A systematic process of evaluating the status of installations, measuring installation-performance against a set of Army-wide standards,
22. Is a SYSTEM of computer software, hardware and data, and personnel to help manipulate, analyze and present information that is tied to a spatial location.
23. A DA database that reports the authorized population for Army Installations
24. Indirectly relates to the Mission Statement
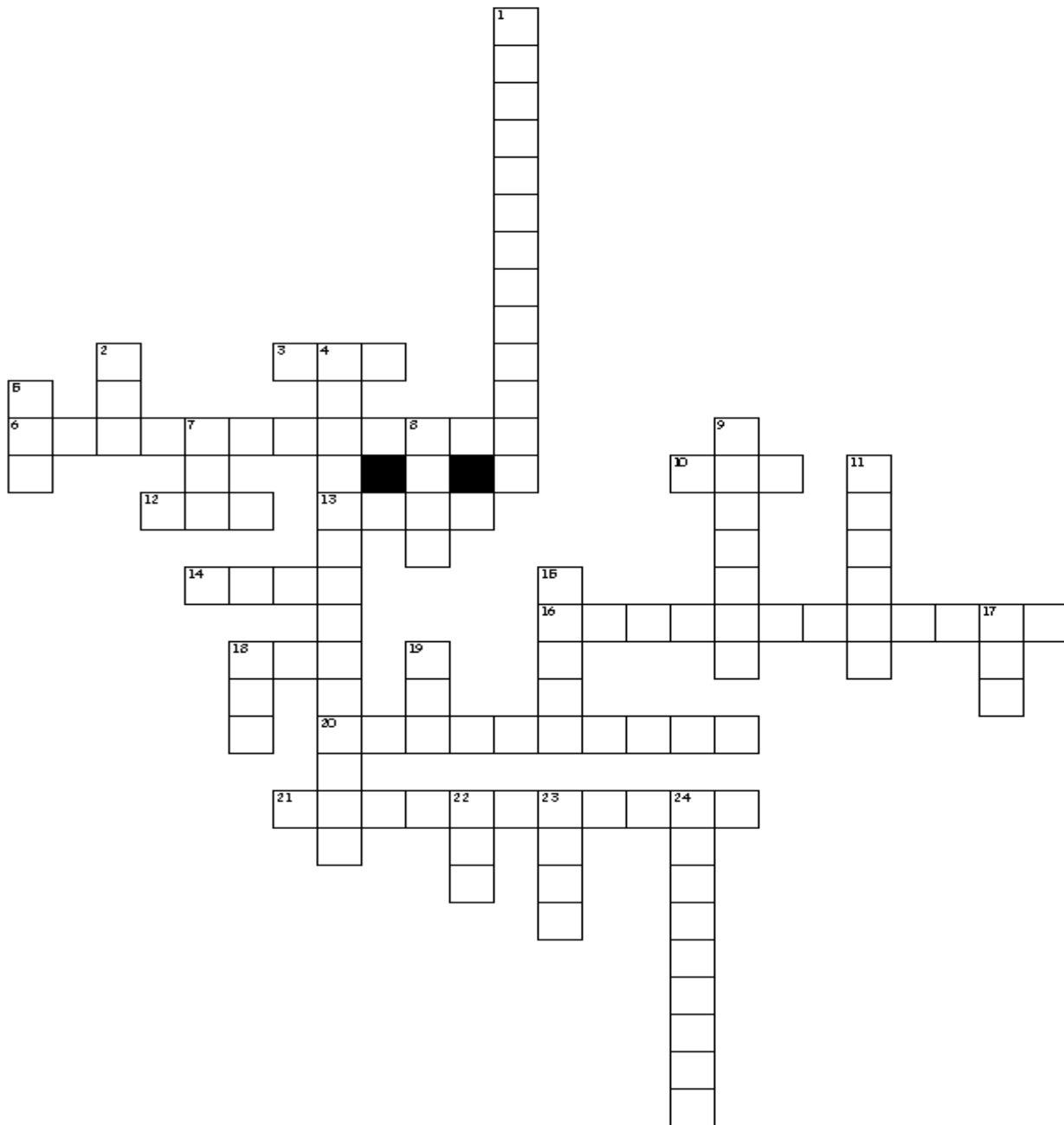
Just around the corner . . . .

**LEAN
SIX-SIGMA**

Lean Six Sigma is a tool that will help reduce errors and waste in our garrison. The four main points of Six Sigma strategy are how to *Measure, Analyze, Improve and Control* the processes that produce increased customer satisfaction, savings, and a healthier bottom line.